# Leadership Post the Covid-19 Pandemic: Organization Perspective

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A R T I C L E I N F O

A B S T R A C T

The purpose of this scientific article is to provide an input on leadership after the covid 9 pandemic from the organizational side with material for comparing the results of related scientific articles, The research method used is qualitative using literature studies from existing scientific articles discussing leadership after covid 19, below will be displayed a metric table of scientific articles that make findings related to leadership as follows, The results of research on leadership results in the post-Covid 19 pandemic, various leadership styles that exist in organizations used such as transformational leadership, holistic leadership, leadership in the field of education, leadership in the field of hospitality, leadership in government organizations, post covid 19 pandemic leadership roles in each organization with the leadership abilities of each individual. Studies from several researchers (Fernandez & Shaw, 2020), (Zhao et al., 2020), (Glenn et al., 2020), (Dirani et al., 2020), (Anholon et al., 2020), (Craig & Amernic, 2020), (Wilson, 2020) are in accordance with the expectations of these researchers and scientific articles

## INTRODUCTION

Unexpected difficulties, rapid change, and many uncertainties are the hallmarks of the post-COVID-19 era, organizational leaders must be flexible enough to adapt to the changing environment and develop plans for new requirements, strong leadership must be able to lift and encourage team members, direct them toward common goals, and build team resilience in the face of new challenges, The COVID-19 pandemic made a drastic change for leaders to reevaluate their conventional ways of acting and thinking, including the way they lead, management and leadership are different (M. R. Bleich &; Bowles, 2021), the characteristics of a leader include operating on principles, entering a situation where there are no known outcomes or predetermined scripts, exuding confidence that drives others to pool their energies, and be flexible enough to receive and process data from multiple sources of viewpoints (M. Bleich &; Kist, 2014), a gap from the stated research on leadership with the covid 19 pandemic from (Choi &; Dermenchyan, 2020) which states k Holistic leadership is a challenge, as is the visibility of nurses as coronavirus heroes, given the novelty of COVID-19, its social impact, lingering destabilizing demands on human and material capital, and the fine line between life and death.

More than ever, organizations need strong global leadership, businesses facing new realities, shifting economies, shifting customer needs, and shifting work dynamics, effective leadership is critical to organizations' ability to recover, innovate, and succeed over the long term as we enter the post-COVID-19 era , organizations with various forms of private and government are also impacted by uncertainty that goes beyond the measurable field of ignorance and which is more accurately described by the VUCA framework (volatility, uncertainty, complexity, and ambiguity), however, has changed the current business environment driven by political leaders and the phenomenon of institutional volatility (Buckley, 2020). Organizational leaders must be flexible enough to adapt to the changing environment and develop plans for new requirements, inspire and motivate team members, steer them toward common goals, and build team resilience are strong leadership qualities, warning that vulnerabilities can arise, a paradox in which managerial confidence can exceed readiness. Most top executives surveyed thought they would survive the crisis if it happened tomorrow, though little did they know that their companies didn't have a backup plan in place to deal with it. In short, even though crises are becoming more frequent, many managers often overestimate the size and ability of their organizations to deal with crises (https://www.deloitte.com/global/en/services/risk-advisory.html), along with research statements (Lalonde &Roux-Dufort, 2013) stating the need for research In the field of crisis leadership, as opposed to crisis management, to identify the most important traits a leader must possess to manage crises effectively.

As an illustration in educational organizations the impact of the COVID-19 pandemic is also a thought for leaders in higher education (and elsewhere) to play an important role in their institution's response to crises, the work of campus leaders depends on trust, collaboration, and shared leadership before a crisis

occurs ( Kezar et al., 2006), according to (Fernandez &; Shaw, 2020)  In the practice of social distancing, leadership practitioners made the decision to switch to distance education quickly, although some faculty members were irritated that they were not involved in the decision-making process.  This scientific article wants to contribute to the literature review of leadership after the covid 19 pandemic with the aim of also providing an input on leadership after the covid 9 pandemic from the organizational side with material for comparing the results of related scientific articles. Scientific articles found related to leadership will be described metrically with the results of research, discussion and perspective.

## THEORETICAL REVIEW
### Leadership

According to (Kadarusman, 2012) leadership into three, namely leadership for yourself, team leadership and organizational leadership, in detail self-leadership is how to manage oneself not in vain in life, second team leadership is to be able to manage a team, and the leader is called a group leader where subordinates can understand the leader of the group, while the last is the leader of the organization is able to  Understand the organization led, understand the vision and mission and can provide progress, targets and achievements for the organization. According to (Barbour, 2006 in burn:1978) transformative leadership styles involve strong inspiration and influence for the benefit of team members, as opposed to transactional leadership, which involves team members rewarding and punishing based on performance.

## METHODOLOGY

The research method used is qualitative by using a literature study of existing scientific articles discussing leadership after covid 19, below will be displayed a metric table of scientific articles that make findings related to leadership as follows;

Table 1.  Article, Journal and Publisher

| No | Article Name | Authors | Journal | Publisher | Years |
|----|-------------|---------|---------|-----------|-------|
| 1. | ACADEMIC LEADERSHIP IN A TIME OF CRISIS: THE CORONAVIRUS AND COVID-19 | (Fernandez & Shaw, 2020) | JOURNAL OF LEADERSHIP STUDIES, Volume 14, Number 1, 2020 | University of Phoenix | 2020 |
| 2. | Caring for the caregiver during COVID-19 outbreak: Does inclusive leadership improve psychological safety | (Zhao et al., 2020) | International Journal of Nursing Studies 110 (2020) 103725 | Elsevier Ltd | 2020 |

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| | and curb psychological distress? A cross-sectional study | | | |
| 3. | Public health leadership in the times of COVID-19: a comparative case study of three countries | (Glenn et al., 2020) | International Journal of Public Leadership Vol. 17 No. 1, 2021 pp. 81-94 | Emerald Publishing | 2020 |
| 4. | Leadership competencies and the essential role of human resource development in times of crisis: a response to Covid-19 pandemic | (Dirani et al., 2020) | HUMAN RESOURCE DEVELOPMENT INTERNATIONAL | Routledge Taylor & Francis | 2020 |
| 5. | Leadership in Brazilian public universities: initiatives conducted by three state universities of Sa~o Paulo in the context of COVID-19 pandemic | (Anholon et al., 2020) | International Journal of Public Leadership Vol. 17 No. 1, 2021 pp. 13-18 | Emerald Publishing | 2020 |
| 6. | The language of leadership in a deadly pandemic | (Craig & Amernic, 2020) | STRATEGY & LEADERSHIP VOL. 48 NO. 5 2020, pp. 41-47, | Emerald Publishing | 2020 |
| 7. | Pandemic leadership: Lessons from New Zealand's approach to COVID-19 | (Wilson, 2020) | Leadership 2020, Vol. 16(3) 279–293 | Sage | 2020 |
| 8. | A Model for Holistic Leadership in Post-Pandemic Recovery | (M. R. Bleich & Bowles, 2021) | www.nurseleader.com | Elsevier Inc | 2021 |
| 9. | Populism, political risk, and pandemics: The challenges of political leadership | (Hartwell & Devinney, 2021) | Journal of World Business 56 (2021) 101225 | Elsevier Inc | 2021 |

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| | for business in a post-COVID world | | | |
| 10. | The resilient effects of transformational leadership on well-being: examining the moderating effects of anxiety during the COVID-19 crisis | (McCombs & Williams, 2021) | Leadership & Organization Development Journal Vol. 42 No. 8, 2021 pp. 1254-1266 | Emerald Publishing | 2021 |
| 11. | Leaders Perspective on Post COVID-19 Pandemic period: Global Business focus | (kuoffie, 2021) | International Journal of Health and Economic Development, 7(1), 13-36 | | 2021 |
| 12. | Wise reasoning and political leadership amid COVID-19 pandemic: an exploratory study on Ghana | (Kutor et al., 2022) | International Journal of Public Leadership Vol. 18 No. 2, 2022 pp. 118-133 | Emerald Publishing | 2022 |
| 13. | The effect of small business leaders' organisational mindfulness and social learning on opportunistic behaviour to survive the COVID-19 pandemic | (Lusiantoro et al., 2022) | Journal of Small Business and Enterprise Development Vol. 29 No. 4, 2022 pp. 627-644 | Emerald Publishing | 2022 |
| 14. | Family physician leadership during the COVID-19 pandemic: roles, functions and key supports | (Mathews et al., 2022) | Leadership in Health Services Vol. 35 No. 4, 2022 pp. 559-575 | Emerald Publishing | 2022 |
| 15. | Early evidence of leadership skills and strategies in managing the impact of COVID-19 pandemic in the hospitality Industry | (Hahang et al., 2022) | Cross Cultural & Strategic Management Vol. 29 No. 3, 2022 pp. 493-515 | Emerald Publishing | 2022 |

**RESULTS**

From the metric table above, existing scientific articles that are found and have research results will be described by researchers in this article what findings exist so that they can provide reinforcement, contribution, and provide small results from the perspective of researchers, starting from the study (Fernandez &; Shaw, 2020) with research results To improve the quality of decisions made in crisis management and to communicate clearly and frequently with all stakeholders through various communication channels, academic leaders must delegate leadership responsibilities to the entire network of the organization. It then describes the emergence of adaptable "alternative leaders" who have the ability to learn and change in the face of adversity. This leader will then be better able to handle future crises. Subsequent studies from (Zhao et al., 2020) with the results of multiple regression analysis research showed that there was no significant difference between respondents due to comparison variables. By promoting a psychologically safe environment, participatory leadership can act as a mechanism to reduce psychological distress on health care workers.

Subsequent studies from (Glenn et al., 2020) with research results many examples of how public politicians in certain countries react to crises. The way countries assess and respond to COVID-19 as an emergency, how to stop infections and mitigate their impact, and how people are told vary. The next study of (Dirani et al., 2020) looked at leadership skills needed during times of crisis, then we looked at examples of best practices in leadership in various contexts, and finally we considered new roles for researchers and practitioners after major crises. The next study from (Anholon et al., 2020) with the results of research by civil servants from universities analyzed has really utilized aspects of public leadership, which led to positive actions that have been implemented. Subsequent studies from (Craig &; Amernic, 2020) with the results of the " known ignorance" and "unknown ignorance" of this pandemic made uniform positivity – often contrary to expert medical knowledge – a potentially risky strategy. Unanimous optimism is clearly not appropriate as the virulence of the virus becomes apparent and the death toll increases.

A series of best practices for pandemic leadership are provided with the hope that others can learn from them and join the fight to reduce the threat of COVID-19 to the lives and livelihoods of people around the world, the next study from (M. R. Bleich &; Bowles, 2021) with research results the four frameworks of holistic leadership practice are self-awareness and value orientation, relational and network capacity, context-bound and multidimensional decision making, and other orientations, which are perceptions of depth necessary to process information through the lens of others, subsequent studies from (Hartwell &; Devinney, 2021) with results This new business challenge research makes it clear that we need to include figures, actors, and political leaders in our research, although IB's existing work is widely praised in aiding understanding

Furthermore, the study from (Lusiantoro et al., 2022) with the results of research on the positive and significant relationship between social learning and organizational awareness and the capacity of small business leaders to recognize and seize opportunities. Pathway analysis shows that organizational awareness

is critical as it also serves as a partial mediator between social learning and opportunistic behavior, subsequent studies from (Mathews et al., 2022) with research results of knowledge dissemination, protocol creation and adaptation to primary care practices, and advocacy were identified as the three main leadership roles of family physicians during the pandemic. Curating and synthesizing information, tailoring communication to specific needs, and enhancing existing relationships are all aspects of every function. The next study from (Hahang et al., 2022) with the results of research on the positive relationship between leadership effectiveness in the hospitality industry during the pandemic and positive thinking, decision making, flexibility, divergent thinking, trust building, and communication skills. In addition, it was emphasized that important strategies include reducing payroll costs, developing backup plans, and leveraging partner advantages.

The results above in the article above are related to leadership so that it can be proven and true.

## DISCUSSION

Dozens of scientific articles with leadership results in the post-covid 19 pandemic, various leadership styles in the organization used such as transformational leadership, holistic leadership, leadership in the field of education, leadership in the field of hospitality, leadership in government organizations, after the covid 19 pandemic leadership roles in each organization with the leadership abilities of each individual.

Studies from several researchers (Fernandez & Shaw, 2020), (Zhao et al., 2020), (Glenn et al., 2020), (Dirani et al., 2020), (Anholon et al., 2020), (Craig & Amernic, 2020), (Wilson , 2020) are in accordance with the expectations of these researchers and scientific articles.

## CONCLUSIONS AND RECOMMENDATIONS

That this study is proven in accordance with the variables used in this scientific article with the discussion of post-pandemic 19 leadership, researchers see discussions and discussions corroborating existing research.

Provide recommendations with several accompanying variables from each existing research article so that it can be used for other researchers in the future with the same variables.

## FURTHER STUDY

The results of this research are a contribution and additional knowledge in the field of human resources.

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